

**NHS DORSET CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING**

ORGANISATIONAL DEVELOPMENT FRAMEWORK 2017/18 TO 2018/19

Date of the meeting	16/11/2016
Author	E Shipton, Deputy Director of Engagement and Development
Sponsoring Board Member	T Goodson, Chief Officer
Purpose of Report	To define the revised Organisational Development Framework 2017/2018 to 2018/2019
Recommendation	The Governing Body is asked to approve the Organisational Development Framework 2017/18 to 2018/19.
Stakeholder Engagement	Individual discussions have taken place with the Chair, Assistant Clinical Chair, Chief Officer, Directors and Deputy Directors to inform the development of the framework.
Previous GB / Committee/s, Dates	Governing Body 16/07/2014, 18/03/2015, 16/03/2016

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Services designed around people • Preventing ill health and reducing inequalities • Sustainable healthcare services • Care closer to home 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓	✓	
Board Assurance Framework Risk Register	✓	✓	
Budgetary Impact	✓		✓
Legal/Regulatory	✓		✓
People/Staff	✓	✓	
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓		✓
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials: ES

1. Introduction

- 1.1 The organisational development framework has been reviewed and refreshed to align and enable the delivery of our two year Operational Plan 2017/2018 to 2018/2019. The framework sets out the way in which we will continue to evolve and develop, ensuring that we have the capacity and capability to deliver our strategic and system wide objectives in Dorset.
- 1.2 As system leaders we are driving forward transformation through a number of key work streams, all of which have a direct impact on our organisational development activities. We know that the environment that we operate within is becoming increasingly challenging and as a leadership organisation in a complex system we must remain flexible and agile.

2. Report

- 2.1 Accepting the complexity and changing dynamics, our organisational development approach has been simplified to capture the three main themes which we believe best define our organisational development priorities. Whilst they are described separately the themes are mutually dependant on each other, the themes are:
- Governance, Systems and Processes
 - Values, Behaviours and Relationships
 - Organisational Structures
- 2.2 An implementation plan has been developed which describes 'how' we will continue to develop the organisation and 'what' we intend to deliver through our organisational development activities for the remainder of this year and in preparation for 2017/2018.

3. Achievements

- 3.1 Since the last update report to the Governing Body in March 2016 a significant amount of progress has been made in key areas of organisational development, highlights include:
- ***Clinical leadership to support CSR decision making:*** in preparation for the Governing Body meetings in May 2016 and July 2016 regarding preferred options for formal consultation, members of the Governing Body engaged in an in-depth development programme which included site visits of the three acute hospitals and thirteen community hospitals across Dorset and a detailed analysis of the evidence and findings against the evaluation criteria.

- **Primary Care Workforce Centre:** the centre was established in April 2016 in response to the workforce crisis to increase the focus on workforce development in primary care. During the first 90 days significant progress has been made to understand and address some of the immediate workforce challenges, including the launch of the post graduate scheme for GPs, the launch of Doorway to Dorset recruitment approach and alignment of non-medical work streams which impact on primary care.
- **System leadership:** the CCG is leading the STP process in partnership with NHS and LA partners across Dorset. A robust infrastructure is evolving which builds on the transformational work and achievements to date. There are a number of enabling work streams and activities underway including chair, executive and clinical leadership development, transformational conversations and plans for future themed clinical and management learning sets.
- **Staff survey:** 78% of staff responded to the NHS staff survey in 2015. With this feedback the CCG has focused on a number of areas to improve the working environment for staff:
 - * health and wellbeing, building on the success of the resilience workshop we delivered a range of activities and events which were well received, attended and evaluated;
 - * a range of development opportunities for staff including an improved induction for new starters;
 - * introduced a buddy system to ensure staff have a range of options to access support.
- **Project management:** introduced programme management methodology underpinned by a tailored development programme which incorporates the PRINCE 2 best practices principles
- **Personal development conversations:** since the launch of the revised personal development framework appraisal rates for 2016/2017 are currently 93%.

4. Conclusion

- 4.1 The Governing Body is asked to **approve** the revised Organisational Development Framework 2017/18 to 2018/19.

Author's name and Title : E Shipton, Deputy Director of Engagement and Development

Date : 31 October 2016

Telephone Number : 01202 541542

APPENDICES	
Appendix 1	Organisational Development Framework 2017/18 to 2018/19